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SOCIAL SCIENCES

Employment Security REVIEW

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BUREAU OF EMPLOYMENT SECURITY
AND AFFILIATED STATE EMPLOYMENT SECURITY AGENCIES

In This Issue

In response to our invitation for articles on experience with college placement programs, several outstanding manuscripts on the subject appear in this issue. They emphasize the dynamic role of the employment office in helping to meet the needs of employers for highly skilled, professional employees. The university viewpoint is presented by Dr. Albert S. Thompson of Vanderbilt University. pp. 3–9

The dynamic forces behind worker motivation or "What Workers Want From Their Jobs" is the subject tackled for the Review by a director of the counseling and placement services of an outstanding university and the "good-neighbor" manager of an employment service office which carried out a study delving into job factors and applicant responses. Our authors draw upon their experience to set down some conclusions which will prove stimulating to staffs constantly confronted with jobs, applicants, and their many ramifications. p. 11

"From Nome to Zanzibar" is a fascinating chronicle on the accomplishments of Philadelphia's interarea placement process. Philip N. Shore's article will impress you with the fact that the public employment service is meeting the challenge of the "new era." Through its resourcefulness, the skill of scientists, technicians, and others is at work on the far-flung frontiers of our readjusting world. p. 14

"To see ourselves as others see us" prompted the Long Beach, California office to conduct an inquiry among applicants it had served. So that this could be done with a degree of practicality, the more than 44,000 inactive cards in the office file were narrowed down to that popular surname "Smith." That they were a good cross-section for this experiment is proved by J. M. K. Youngblood's article in which he lets "The Applicants Speak." When the replies were tallied, Long Beach found that the Smiths on the whole thought well of the Service. It was, according to a majority of them, "courteous, friendly, sincere, and obliging." It was a lack of these same qualities that provoked criticism. p. 17

William P. McCahill, assistant to the chairman of the President's Committee on NEPH Week, gives us an account of the "Report Meeting" called by the chairman, Admiral Ross T. McIntire, to examine the results of the Week's 1948 observance. "Progress satisfactory—greater achievement ahead," sums up the comments and hopes of this group dedicated to furthering one of the Nation's proudest projects—job development for the able physically disabled. p. 20

"No Concessions Asked"

Today the handicapped veteran stands ready to take his place in society. He is trained as well and in many cases better than the job applicant who has no physical limitations. He has a sense of responsibility and a determination to make good that in 99 percent of the cases assure the employer of a full day's work for a full day's pay. More than all of this, he asks no concessions for his handicap . . . he only wants a chance to compete for a job which his doctor, his vocational counselor, and his instructor all can prove he is able to do, and yet the average employer hesitates. He isn't quite convinced that a man who may walk with a limp can still sit at a bench and turn out work on a par with the employee who has no handicap.

I have seen disabled veterans accomplish rehabilitation miracles on the strength of promises that were made by doctors or physical therapists that all "you need to do, is to be able to do your job as well as the next one and you'll be accepted by any employer."

As a part of the Army Air Force psychological training, I was privileged to spend some time at the world famous institute for the Crippled and Disabled in New York City. Here those who were so severely handicapped that all other social agencies and rehabilitation institutions had marked them as non-trainable, were accepted, yes, and made self-supporting. There the helpless arrived completely dependent on friend and relative, and then weeks or months or maybe years later, they walked out, independent! One young fellow, a victim of the war, was unable to bend at the waist because of spinal fusion. After examination the doctor in charge said, "If you can learn to tie your shoes, we can make you self-supporting." No one will know the torture, nor the long hours of writhing and twisting which that man went through, but months later he was back and he passed the test. It took him almost 15 minutes, but he tied his own shoes, and the rest belongs to the history of the institute, for his training was rapid after that, a natural aptitude, intelligence and the persistence which is a part of the personality of any handicapped person combined to make an exceptionally fine draftsman. He was soon placed with a firm of architects and has justified the confidence of everyone who knew and worked with him.

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At press time

The President's Program

THE President's Program, spelled out in three important messages to Congress as it convened early in January, and further elaborated in his Inaugural address, ranges toward world welfare and greater goals of economic and employment security at home.

The "State of the Union" message, delivered personally by the President on January 5, set the mood of a "fair deal" for everybody as the President happily reported that "the state of the Union is good;" that "this great Republic is foremost among the Nations of the World in the search for peace;" and that the American people will continue to build "a society which offers new opportunities for every man to enjoy his share of the good things of life."

On January 7 the President transmitted to Congress the third Annual Economic Review prepared for him by the Council of Economic Advisers, under the requirements of the Employment Act of 1946, and on January 10 he sent his budget message to the Congress.

The Council's report opened with a discussion on the course of employment:

"High levels of employment were characteristic of 1948. Job opportunities were ample not only for the large labor force with which we started the year, but also for more than a million additions during the year. This large expansion consisted in part of veterans who completed their education, and also in part of a relatively large number of women seeking work because of the pressure of high living costs on family budgets.

"Total civilian employment established a record annual level of 59.4 million, fluctuating seasonally between a winter low of 57.1 million in January and February to a summer high of 61.6 million in July. Continuing a long-term trend, average agricultural employment declined slightly. Total unemployment hovered in the vicinity of 2 million, being somewhat higher during the first half of the year and somewhat lower during the fall months, but increasing a bit during the closing weeks of the year."

On the maximum employment goal for 1949, the report continued:

"It is estimated that the labor force will increase by nearly one million during 1949. This increase will reflect not only the increase in the population of working age but also the large number of students under the GI program who will complete their training and education. The civilian employment goal for 1949 should include provision of useful work opportunities for the net increase in the labor force. Maximum employment means steady work at customary hours, not work sharing. While some temporary frictional unemployment is inevitable in a fluid economy, its volume should be kept as near as possible to the present low level."

To attain this and other goals the Council reported:

"Fulfillment of our 1949 goals for maximum employment, production, and purchasing power will not come by chance. It will require wise economic adjustments, toward which some progress was made during 1948. Yet much remains to be done . . .

"The Employment Act of 1946 is based on the conviction that our economic system can sustain high and steady levels of employment and production. But such an outcome is not automatic. It will be achieved only if business, workers, farmers, and the Government are guided less by the records of the past than by the possibilities of the future. The Employment Act therefore calls for estimates of the levels of employment, production, and purchasing power needed to accomplish the purposes of the law."

The Council's report then continued the effort begun last year to formulate needed levels for the American economy in a somewhat longer perspective than for the immediate year, 1949. Apropos of this it says:

"Such a formulation does not substitute distant dreaming for immediate practical action. It simply recognizes that the decisions affecting the whole economy which we make from year to year will be more intelligent if we take a longer look ahead. The

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intent is to keep our objectives responsive to current experiences by reviewing them annually. The aid of experts in business, labor, and agriculture, and in Government and independent research has been sought. Success in the venture of defining common objectives should promote success in the task of furthering cooperative action in the solution of common problems."

★ ★ ★

Paying tribute to the importance of research and information in promoting economic growth, the Council's report made this interesting comment:

"Progress in this field for military purposes indicates the tremendous benefits that may result from scientific research for peacetime application. Research in managerial techniques and market information can also be of great value, particularly to small business. The fact-gathering and statistical services of the Government are of enormous value to business managers, farmers, and others. There are many gaps in this service which will need to be filled in future years at the same time that care is exercised to see that duplication is avoided and economies are effected."

In a concluding paragraph the report defined the "end objective" in the program for balanced economic growth as follows:

"The end objective of our economic and political system is to provide the individual with the means for a high standard of living and with wider opportunities for cultural pursuits. These aims will be furthered by the dedication of more of our resources to education, to health, to housing, and to the enrichment of the whole physical environment—both urban and rural—in which people live and work and play."

As in former years the Bureau of Employment Security has furnished the Council of Economic Advisers with data on the labor market and related subjects as its part in the cooperative activity directed by the Council on Economic Development.

Back From Brazil

EDWARD L. KEENAN, Deputy Director of the Bureau of Employment Security, is back from a 3-month trip to Brazil where he served as American consultant on labor and manpower for the Joint Brazil-United States Technical Commission.

Reporting briefly on his observation, Mr. Keenan said:

"Brazil, larger in area than the United States, is in many respects a frontier country. With an estimated 75 percent of its people living in villages of less than 2,500 inhabitants, its population is one of the most rural in the world. Notwithstanding this, Brazil has some of the most advanced social legislation although under social security and other measures only urban workers are covered. There is no free public employment service in Brazil."

The Technical Commission, of which Mr. Keenan was a member, expects to finish its report about midspring when we may be able to prevail upon Mr. Keenan to give our readers further information concerning the labor market conditions of this South American neighbor.

On Geneva Committee

ARTHUR W. MOTLEY, Assistant Director for Employment Service, has returned from a trip to Geneva, Switzerland, where he served as a consultant at the third session of the Permanent Migration Committee of the International Labour Organisation.

In 1946 the Governing Body of the ILO decided to revise the "Migration for Employment Convention." The January meeting in Geneva was called to review the recommendations received from various countries in the matter of revision and to prepare a final document which, after approval by a technical committee, would be submitted to the Governing Body for adoption.

The U. S. Committee, of which Mr. Motley is a member, consists also of Clara M. Beyer, Associate Director, Bureau of Labor Standards, Department of Labor; John P. Boyd, Deputy Commissioner, Immigration and Naturalization Service; and Irvin N. Tobin, Division of International Labor, Social Affairs, Department of State.

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Employment Security Activities at a Glance, November 1948

	Number or amount	Change from previous month
Over-all		
Initial claims	956, 300	32% increase.
Continued claims	3, 953, 200	20% increase.
Weeks compensated	3, 167, 000	11% increase.
Weekly average beneficiaries	730, 800	11% increase.
Benefits paid	$62, 151, 500	12% increase.
Funds available as of November 30, 1948	$7, 632, 301, 900	1.5% increase.
Reception contacts	6, 579, 600	4% increase.
New applications	560, 500	16% increase.
Referrals:		
Agricultural	560, 400	63% decrease.
Nonagricultural	763, 900	13% decrease.
Placements:		
Agricultural	537, 200	63% decrease.
Nonagricultural, total	421, 500	14% decrease.
Men	267, 000	17% decrease.
Women	154, 600	8% decrease.
Handicapped	18, 000	34% decrease.
Counseling interviews	70, 700	5% decrease.
Employer visists	187, 500	12% decrease.
Veterans		
New applications	153, 500	18% increase.
Referrals, nonagricultural	245, 500	14% decrease.
Placements, nonagricultural	124, 500	16% decrease.
Placements, handicapped	9, 500	34% decrease.
Counseling interviews	33, 400	2% decrease.

Courtesy Ohio State University

Dr. Armand C. Stalnaker, placement director of Ohio State University's College of Commerce (left) and Bland L. Stradley the University's Vice President (center), discuss the Ohio College Placement Program with author Lunsford.

COLLEGE PLACEMENT

By **W. F. LUNSFORD,** ***Director, Ohio State Employment Service, Ohio Bureau of Unemployment Compensation, Columbus, Ohio***

ALL TOO OFTEN employers regard the public employment service as an agency for the recruitment of unskilled and semi-skilled workers. Many employers have hesitated to use our services for recruitment of highly skilled, technical, and professional workers because they have not been convinced of the fact that the Employment Service is in a position to supply this type of worker.

Administrators and Employment Service Directors have long been aware of the lack of acceptance by employers who are interested in hiring professional employees and have made efforts to overcome this attitude. We believe that the College Placement Program is the best approach to this problem and that use of it will result in a larger service in this field.

In Ohio it has been the custom for employers of engineers and other types of college graduates to visit the placement services of the various colleges for the purpose of interviewing college seniors who had specialized in particular fields of study. In this manner the empoyer contacted perhaps the top 10 percent in grades in the few colleges visited. Many worthy students were registered at small colleges not contacted or were not found in the top 10 percent scholastically. The employer has been limited in his field of selection by these factors. In addition, there are numerous smaller companies who did not feel that they could afford the time or money involved in such a program of recruitment. Are we in the Employment Service wise in permitting this hap-

Cleveland college students file job applications with Mrs. Mary Glenn, Bureau local office representative. Employment Service personnel actually visited the various college campuses to take applications.

hazard recruitment of our most highly-trained people without any attempt to assist the college graduate to secure satisfactory employment and the employer a satisfactory employee?

The first proposal that the Ohio State Employment Service enter the college placement field came from the Veterans Employment Service in the fall of 1947. In the interest of determing the extent of the need for such a service, the Ohio Veterans Employment Representative employed a former school administrator who had a background including employment service experience. This Assistant State VER approached the problem by securing figures on college enrollments through personal visits to 42 Ohio colleges over a 2-month period.

These personal visits to the colleges have proved to be a sound approach as they permitted discussion of the needs for supplemental placement assistance and opened the way for future friendly relations with our local offices. At each of these contacts, care was taken to inform the college placement personnel that it was our hope to assist them but in no sense to displace them. We solicited their suggestions as to how we might best help them place their graduates in satisfactory employment. Without exception the persons interviewed expressed much interest, made good suggestions, and promised cooperation.

Information was obtained from the colleges and universities on the number of veterans in school under Public Laws 16 and 346. At the time, the total enrollment was 133,766 of which 68,404 (51 percent) were veterans. The data obtained indicated that 14 percent expected to graduate in 1948; 20 percent in in 1949; 34 percent in 1950; and 21 percent in 1951. The college placement people did not anticipate any difficulty in placing those graduating in 1948 and subsequent developments have proved this correct. However, there would be even larger classes in 1949, 1950, and 1951 and they were not sure that the 1947

Mrs. Eula Wyatt, college placement representative for the Ohio BUC's Columbus office, interviews a student job applicant at her desk in the Ohio State University Administration Building.

Courtesy Ohio State University

full employment conditions would continue. They also expressed some apprehension that many students had chosen fields of work which would become overcrowded even in a period of full employment.

In January 1948, the results of this survey were reported to the Ohio State Employment Service. It was at once apparent that the college placement field was one into which the Employment Service should enter. All staff personnel of the Central Office, including Veterans Employment Service staff, met to discuss and plan the program. Advice was secured from local offices who had had some experience with the placement of college people.

One of the first questions which arose was the manner in which we could secure job orders. In view of the attitude of employers that we could not supply employees of the college graduate type, it was decided that the proper approach was to register the available students and then approach the employer with a list of possible applicants.

A few guiding principles were adopted:

1. The program must be decentralized to meet the needs of each college and be within the capacity of the local office.

2. The program must supplement the activities of the college placement bureau and not displace it.

3. Promotional material must not oversell the program to students, employers, and colleges. These principles were basic to the development of procedures and to the operation of the program.

To develop the program, each local office manager was instructed to appoint the best qualified person in his office as College Placement Representative. In local offices servicing one or more colleges, this representative immediately took steps to proceed with the registration of the college seniors and those expecting to discontinue their studies. At this point the firm foundations laid by the Assistant State Veterans Employment Representative became very apparent. In every case the local office representative was well received and the colleges' placement personnel were very pleased to work with us. There were 32 offices which serviced one or more colleges. The registration was to be conducted from April 5 to April 24, 1948.

It was decided to ask the applicants where they wished to have their registration cards on file. Most of them wanted the cards either held in the college town or sent to their home communities. If requested to do so, the office of registration forwarded the registration to the home town local office which permitted that office to contact employers in an effort to develop a local position. With the housing shortage so serious, many graduates preferred to return to their homes if at all possible. Some students wanted their registrations sent to other cities in which they felt the best job opportunities in their lines were to be found. For instance, those wishing to enter the rubber industry had their cards sent to Akron.

The applicant was also asked if he would take a job any place in Ohio. If he indicated he would, an additional registration was prepared and forwarded to our Central Office Clearance Department. From these cards was prepared what we termed a "Statewide Placement List" which was sent to all of our local offices so that they might know of available applicants who where not residents of their own communities. This plan seemed to have very good possi-

bilities and did supply two-thirds of our offices with potential applicants. The first use of it produced much better results as an advertising medium than as a placement medium. This was due in part to the number of job openings available. In some instances applicants on this list, when contacted, had already accepted jobs or had changed their original plans. This State-wide Placement List will probably be replaced with a similar and smaller list or sampling of candidates available for the current year.

If you have read this far you must be interested, so we will risk losing that interest by giving a few statistics. At the end of June 1948, a State-wide check of the 91 offices gave the following summary of activities:

Total registrations	1,880
Applications sent to other States	101
Openings received	483
Referrals made	1,084
Placements verified	303

In view of the number of openings available to students, many having a choice of several openings, the time was short on which to make a check and to evaluate the progress of the program.

At the present time, December 10, 1948, a check through five of the larger offices shows the progress made since June 1948:

	June	*December*
Total registrations	1,034	1,182
Placements verified	104	265
Verified State placements	304	*800

*Estimated.

The gain in placements from these few offices would indicate that at least 800 placements have been made throughout the State in this program since it was initiated. The reports from these offices indicate the following significant data:

Colleges represented (at least)	62
States represented by registants (at least)	16
Fields of Employment	22

As a result of the visits of the Assistant State Veterans Employment Representative and the friendly relationships built up by our Youngstown Local Office, Youngstown College asked us to assume full responsibility for the placement of its students. It has provided space at the college for our representative and he has had the full cooperation of the college administration and teaching staff in his work. Since this office was not established until July of last year, it is a little difficult to judge its effectiveness as comparatively few students have graduated since then. On December 1, 1948, 132 persons had registered for full-time employment and there were 45 verified placements, of which 42 were veterans.

This past year it was necessary for us to determine the reception which would be accorded by the colleges and the attitude students would take toward registration with us. Now that we have established these factors, we plan to follow basic placement and clearance procedures and operations. This year emphasis is being continually placed on development of job orders for college graduates. Registration is not neglected, but from last year's experience we are convinced that the order is the most effective starting point to bring together the employer and the applicant who may not be available until June.

As mentioned before, the reception accorded by the colleges to our local office personnel has been very good. This has been largely due to the fact that the original contact was made by the Assistant State Veterans Employment Representative, who was a former school administrator, and as such knew the college placement problem. He has continued to make contacts with the colleges and the local offices. On these visits he is able to adjust any small misunderstandings that may arise. We are very pleased with the attitude of the colleges and with the advice and assistance given by the Veterans Employment Service.

The program in Ohio has definitely benefited the veteran as the following information indicates. A sampling of five larger offices shows that out of 1,250 registrations, 955, or 76 percent of the registrants, were veterans. Placements in these same offices numbered 275, of which 232 (84 percent) were veterans. This is concrete evidence that the veteran continues to receive good employment service in this specialized activity. In fact, we in Ohio feel that, if the most effective service is to be rendered to veterans, it must include this professional activity.

We would consider the College Placement Program well worthwhile if it had done nothing beyond acquainting employers with the fact that we have applicants who are of the very highest type and training. Many other advantages have been obtained, such as the fact that we have developed contacts with engineering departments, office management, and other departments in addition to our usual contacts with the personnel departments. Many of these college graduates we place now will be in top executive jobs in a few years and we can look forward

(*Continued on page 13*)

Placing Key Personnel

By GOULD BEECH

Information Section, Alabama Department of Industrial Relations
Montgomery, Ala.

WHEN ALABAMA pioneered 18 months ago in setting up three graduate placement offices, there was no manual to go by, or what the army would refer to as SOP (Standard Operating Procedure). If you wrote an SOP on how to do it today, there would still have to be many variations in approach, "depending on the local terrain."

Scott Farley at Auburn—the location of Alabama Polytechnic Institute, the State's agricultural and mechanical college—is isolated from the State's major employment centers. A majority of his clients are engineering and commerce students, fields in which there is still an active market and in which major corporations take the initiative in recruiting.

In Birmingham, Jack Wood, the manager, is located in the heart of the business district of Alabama's major industrial area. His student clients are on opposite sides of town at Birmingham-Southern College and Howard College—or 40 miles away at Montevallo where the Alabama College for Women is located. A "job order" for him is something that may grow out of having lunch with the personnel manager of the State's largest utility, and learning that the chief engineer is looking for a secretary.

On the University of Alabama campus at Tuscaloosa, John Skipper is within an hour's ride of Birmingham. Skipper has to handle applications from students in a variety of fields.

When the program was set up, Alabama's Director of Industrial Relations, S. Fleetwood Carnley, said that a major objective would be to "sell Alabama employers on developing more job opportunities to keep the State's college graduates at home."

There's been enough experience to date to show that the program has paid dividends in this respect—as well as being a profitable operation in other ways. C. F. Anderson, director of the Employment Service, has convincing evidence that the State-wide reaction has won new friends for the service, and opened doors for placements all along the line. The program has dramatized the fact that the Employment Service is equipped to supply employers with applicants in the white-collar field.

While the service has already justified itself on a day-to-day basis in placements, it is obvious that the long-range effects will pyramid. For instance, there's a personnel section in one of the State's largest business firms where five of the six employees were placed by the graduate placement office in Birmingham.

The offices are developing an expereince which will inevitably have an effect on the choice of courses of under-graduates. For instance, there's an acute

Editorial
THE BIRMINGHAM AGE-HERALD
Sunday, December 19, 1948

OUR GRADUATES

THE FEDERAL Security Agency reports a total of 32,597 students enrolled in the state's 26 higher educational institutions. More than a thousand of these are being graduated this month. Most of the graduates will be seeking jobs.

They should be employed in Alabama. Here they have received at least much, and in many cases all, of their formal education. Alabama money has been invested in their schooling. Alabama should get a return on that investment by keeping these young graduates here.

All too often in the past, however, Alabama's college graduates have been lured away to other sections of the country by higher salaries or more opportunities. They are hardly to be blamed for this, although in many instances they may have been sacrificing long-range good for some temporary advantages.

No doubt some of this month's graduates will leave the state which has nurtured them. But this time both the graduates and employers have available a service which seeks to bring the graduate and the job together.

The Alabama Employment Service has set up a graduate placement program designed to encourage more employment of Alabama's graduates by Alabama's employers. All the machinery of the Employment Service is available in this program, but special graduate placement centers have been established at Auburn, at the University, and in Birmingham. Employers would do well to make use of this service.

This program is only about a year old. So helpful has it been, however, that employment services in other states have been adopting it. Alabama has shown the way in a very creditable endeavor.

shortage of college graduates with secretarial training—at the same time co-eds who finish with an A. B. in English are not in demand. This is a kind of labor market information which will lead college juniors to add typing and shorthand to their courses, just as many engineering graduates are learning that a sales course or two will open doors to opportunity.

Many of the State's industries do not have long-range programs for the recruitment and training of key personnel. As graduate placement officers learn from their contacts the way such programs function, there will inevitably be an interchange of information with concerns that do not have such plans.

The placement offices are not confined to the particular areas they were set up to serve—nor are placements confined to employers contacted by the specific office. From the University office goes a request that the Employment Service in Mobile check on the possibility of a shipping line using a graduate accountant interested in that field; or, it is asked to see whether the State Docks can use a journalism graduate seeking a job in government public relations.

The Birmingham office has employer contacts which require many engineering graduates, but the particular colleges it serves have no engineering courses. So application cards on University of Alabama and Auburn engineers are on hand. The Birmingham office also arranges interviews with local employers for applicants from other colleges.

Writing letters of inquiry in behalf of a particular student pays off. An example is the case of a commerce graduate who wanted to become a specialist in freight routing and freight rate schedules. A job was landed with a railroad. Meanwhile, the replies enabled the office to add to its list of personnel managers. Some had no opening in the particular field, but inquired about other graduates.

Sometimes there are tough cases. At Auburn, there's a large file of correspondence which records the search for an opening for a co-ed about to get an M. A. in chemical engineering. The University has a co-ed getting a law degree who wants a connection with a chemical manufacturer so she can make use of her under-graduate major as well as her LL. B.

An intense mutual interest in the success of the program is resulting in the development of strong personal ties between office managers and the personnel managers of many firms being served. An example is the relationship between Birmingham's Wood and the young personnel manager of one of the South's largest wholesale hardware firms.

At present, all three Alabama offices have a set-up which includes a manager, an interviewer and a secretary. With the year-round stream of graduation on the quarter system, there's work to be done from the beginning of the quarter, when interviews and applications are scheduled, until graduation. Students are urged to "drop in" any time and talk things over. The Auburn office has a reading table piled high with booklets describing personnel policies and opportunities with various concerns, and the University office is looking forward to getting space for a reading room also.

Running the program is a multiple sales job. Students are learning that here's a resource and pool of experience the individual can't provide for himself. The colleges which depend on the three offices have a growing faith in the service based on performance to date. And with each successful placement, there's another door opened to the State Employment Service where the opening of doors counts most—in the offices of key personnel of Alabama industry.

"Now that we've developed a habit of depending on Wood, I don't know how we'd start looking for able young people if we didn't have a Graduate Placement Office to turn to," the young personnel manager says. "I guess there's no better proof of what it means to us than to say we have 24 employees who came to us through the program."

Making a tour of the firm's building, you get a feeling of how much pride the personnel manager and the manger of the placement office have in the progress these placements are making—the personnel manager's own secretary—three mechanical engineers beginning their training as stock clerks to "get the feel" of the company's produtcs and who will become salesmen of heavy equipment—a young woman making lay-outs of catalogue pages for the printer. "Oh, no. It's really interesting work," she replies in answer to a question as to whether she finds the work dull. She was agreeably surprised to find an opportunity where she could use her minor in art.

There's an emotional factor in placing graduates on their first job which develops a strong personal relationship between all who have a part in it. All along the line there's an intense satisfaction in having a part in starting a young man or woman on a career. This is one of the keys to the success of the enterprise. You see it in the amount of correspondence and personal visists from graduates who have been placed, and the continuing interest of the office personnel in the success of placements.

Dr. Albert S. Thompson

The Employment Service and the College Graduate

By ALBERT S. THOMPSON, Ph. D.
Director, University Counseling and Placement Service
Vanderbilt University, Nashville, Tennessee

AN OFFICER of the United States Employment Service recently raised the question as to "what the universities need from the Employment Service and what experiences they have had in working with the Employment Service." The writer is a director of a University Placement Service of a private school and his personal answer is "cordial and cooperative relations in the past and increased help and integration of activity in the future."

A university placement service is neither a private nor a public employment agency. It is private in the sense that its services are restricted to graduates of a particular school but it is public in the sense that it is a non-profit, non-commercial venture and cannot refuse to register and help place individuals on grounds other than non-membership in the school student body. It thus has some of the advantages and disadvantages of both types of employment agencies.

In common with all other types of employment offices, a university placement service has four major functions to perform: (1) helping the individual to study himself in relation to occupational possibilities, i. e. vocational counseling; (2) helping the individual to prepare his employment credentials accurately and completely; (3) locating job opportunities for its clientele; and (4) getting the applicant and his credentials in contact with the potential employer. In some of these functions, the university placement service works under favorable conditions; in others it is handicapped. Comments on this point will help answer the question posed earlier in this article.

A university placement service has ideal opportunities to integrate vocational counseling with job placement. Most college personnel programs include some form of student counseling or have professional counseling services available. The student either comes to the placement office after counseling or can be referred to counseling services if they are required. In many schools, as at Vanderbilt, the placement service and the counseling service are coordinated activities within the same office. Placement is often the final step in an extended series of contacts involving academic, educational, and vocational problems. In any case, contact with the placement office is made at least early in the senior year and time is available for a series of conferences before the time of actual placement.

Many university counselors, however, are weak in the occupational information area, particularly with respect to the local or regional employment situation. The public employment offices usually are better informed about occupational trends, new companies, State regulations, etc., than are those who deal primarily with educational and vocational guidance. University counselors and public employment office counselors and interviewers could both profit from a sharing of knowledge and experience—to the mutual advantage of each. This could be done either through direct contact or through participating in some professional organization such as the National Vocational Guidance Association.

In gathering credentials, the university placement service has an easy job compared with the public employment office. The usual registrant has been on the campus for four years, has been given ratings of achievement (course grades) in many different courses by many different instructors, has had an opportunity to demonstrate his interests and abilities in organized extra-curricular activities, and has established rather close contact with at least a few instructors during specialized work in his major field. In other words, there is a wealth of data available on each applicant.

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The problem is therefore largely one of organizing it for presentation to the potential employer for use in judging the qualifications of the applicant.

When it comes to locating job opportunities, a university placement service is at some handicap. It is fortunate, or at least has been fortunate in recent years, that college graduates have been in demand and that competition for their services has led to well-organized recruitment programs by many leading companies. During the war years a university office needed to do little beyond "accepting" the offers of job opportunities as they came in and providing time and facilities for visiting interviewers.

For several reasons, however, university placement offices will need to be much more active in the future in performing this function of locating job opportunities. First, the supply-demand ratio will probably change to the disadvantage of the college graduate. Second, as this trend increases, the companies with active recruitment programs will take a smaller and smaller proportion of the total graduating groups, tending to skim off merely the "cream of the crop." Next, the placement office will be forced to go out and initiate contacts in order to "create" opportunities for their students. Although the October 1948 issue of SCHOOL AND COLLEGE PLACEMENT was able to list over 600 corporations planning to recruit college seniors in 1948–49, more and more of these companies are reducing the scope of their active recruitment programs. A greater proportion of the placements will be in the smaller companies in the local area.

Here the university placement service will need considerable help. Most offices will have neither the personnel nor the time to perform this function adequately. Nor is it likely to have personnel trained to help a potential employer analyze his job needs and prepare the type of job specifications necessary for effective placement counseling and job referral. In other words, the task will be more than merely establishing contacts; it will require considerable field work with employing agencies.

Can the public employment offices help in this connection? Obviously "YES," if the ES and the university placement office cooperate and coordinate their activities. The Employment Service already has established contacts with employers; it already has personnel trained in job analysis and the preparation of job specifications; it already has the machinery for sharing information about job openings on a local, State, regional, and even national basis.

The 1948 Tennessee State program of college graduate placement represented an excellent beginning step toward the proper coordination of public and university placement offices. An attempt was made to register June graduates and to prepare a master List which would be made available to all employing organizations throughout the State of Tennessee.

From this State-wide register of college students, which presented a minimum of information about each graduate registered, the employer could select those possessing at least the minimum requirements and thereby worth further investigation through direct contact. Unfortunately, the success of the program cannot now be evaluated in terms of number actually placed, number of contacts made, etc., but the approach was sound and with refinements of the mechanics of the program, its ultimate value seems assured.

A dual program of education will be required, however, before State programs of coordinated Employment Service-University Placement Service graduate placement activities will be effective. University students will need to be sold on the advisability of registering with the Employment Service and employers will have to learn that the Employment Service has qualified registrants at the college level. In both cases, considerable re-education of persistent attitudes will be necessary.

Whether the present attitude is deserved or not, both college students and employers tend to consider the public employment service as dealing largely with job applicants with low level skills and training and even of the marginal type. One need not read Anna Reed's excellent chapter on The Evaluation of Public Employment Services in her book OCCUPATIONAL PLACEMENT to realize how widespread and long-standing is this belief. Fortunately, the situation is by no means an impossible deadlock.

As a professor of psychology, I recall the fundamental truth of the saying "Nothing succeeds like success" and one good demonstration of the usefulness of the Master List to both college graduates and employers will start the ball rolling. The registration of college students need not be made indiscriminately with all other applicants but can be carried out either on the campuses or in offices specializing in professional and semi-professional job placement. The college graduate need not be made to feel that the Master List represents only those who cannot get a job any other way. Successful placement of college

(*Continued on page 23*)

About a year ago the Nashville office of the Department of Employment Security moved into these new quarters.

What Workers Want From Their Jobs

By DR. ALBERT S. THOMPSON
Director, University Counseling and Placement Service
Vanderbilt University
and
ROBERT O. GOAD
Manager, Nashville Office
Tennessee Department of Employment Security

"I GIVE UP," an employment interviewer said recently to his supervisor. "Within the past three months I have gotten an applicant four different jobs and he has quit every time. One time the pay wasn't right, another time the supervisor was too tough, another the 'working hours didn't suit me.' This time it 'just wasn't what I wanted.' What does he want, anyway?"

The above complaint dramatically points out the need, for satisfactory job placement, of considering not only what the applicant KNOWS, what he DOES and what he can LEARN TO DO but, equally important, what he WANTS from his labors. The pat answer to the last point is usually "high pay" but there is increasing evidence that this answer is too simple and does not take into account all the dynamic forces behind worker motivation. Heretofore such evidence has come from Nation-wide worker-opinion studies and from studies in individual companies.

Elmo Roper, [1] for example, from a review of a large number of opinion surveys under his direction, concludes that American labor wants four things: (1) security, (2) chance to advance, (3) to be treated like a human being, and (4) to feel a sense of individual importance. Jurgensen [2] recently found that job applicants at the Minneapolis Gas Light Company considered security, advancement, and type of work to be ranked high in importance and hours, working conditions, and benefits low in importance. Differences, however, were found between men and women applicants and among groups differing in education and job classification, and Jurgensen suggests that job preference blanks, such as he used in his study, would form a valuable interviewing aid in job placement. These blanks listed a number of different "worker interests" and afforded the applicant an opportunity to express his preference for the things important to him with respect to his connection with the company.

A public employment office seemed an ideal place in which to obtain further information on this question of worker wants. Statements of preferences by job applicants would presumably be less affected by conditions in a particular company (as in the case of employed workers) or by the natural tendency to give the "expected" answer when applying for a specific job with a particular company. The following study was therefore carried out in the Nashville office of the Tennessee Department of Employment Security.

[1] Roper, Elmo. "What American Labor Wants," American Mercury, 1944, *58*, 180-184.

[2] Jurgensen, C. E. "Selected Factors Which Influence Job Preferences," Journal of Applied Psychology, December 1947, *31*, 553-563.

Claimants and applicants await their turn in the Nashville office.

The 10 job factors used by Jurgensen in his study were listed, with brief descriptions as follows:

Advancement (chance for promotion)
Benefits (vacation, sick pay, etc.)
Company (one you are proud of)
Co-workers (fellow workers you like to work with)
Hours (good starting and quitting time, good number of hours a day or week)
Pay (large income during year)
Security (steady work)
Supervision (good, fair boss)
Type of Work (interesting and well liked by you)
Working Conditions (comfortable, clean, warm, etc.)

The applicant was interviewed in the regular manner by a local office employment interviewer. Personal characteristics, work experience and training, together with other necessary data, were recorded on the regular registration form. At the completion of this interview the applicant was introduced to a special investigator [3] and the study from then on was kept apart from the regular application procedures. The applicant was asked to participate in the study by ranking the 10 factors on the list in order of his or her idea of their importance. After studying the list the applicant proceeded to rank the factors. Classification data such as age, sex, marital status, veteran status, education, and occupation were also obtained.

Only applicants who met the following requirements were used: (1) some previous work experience, (2) unemployed for more than a week, (3) USES Occupational Code Numbers from the 1, 4–5, 6–7, and 8–9 groups. In all, 300 applicants were interviewed over a 3-month period during the spring of 1948. Of this group, 78 percent were men and 22 percent were women, 79 percent were married and 31 percent were single. Age ranged from below 24 to above 45, education from practically none to beyond high school graduation, and the occupational classes were represented as follows: clerical, 63 applicants; skilled, 82; semi-skilled, 98; and unskilled, 34. There were 23 applicants in the "Entry Classification" category.

When the rankings assigned to each of the 10 factors were tabulated and averaged for the total group of 300 subjects, the following results were obtained:

1. Security easily led the list in importance.
2. Pay and Advancement almost tied at second and third places.
3. Type of Work and Supervisor took fourth and fifth places respectively.
4. Working Conditions and Benefits were close together at the sixth and seventh places.
5. Company and Co-workers were practically tied at eighth and ninth places.
6. Hours fell into last place.

When the results were broken down according to the various subgroups, some interesting similarities, differences and trends appeared. They may be briefly summarized as follows:

1. Security was consistently ranked as the most important job factor with pay and advancement usually next, although varying in relative value.
2. Men assigned greater value than did women to advancement, type of work, and benefits and less to the supervisor.
3. Marital status had little effect on the rankings.
4. As the amount of education *increased*, advancement and type of work were ranked higher, and the

A busy day at desk and telephone as interviewers and workers talk about jobs.

[3] Summers, Robert H., who was gathering data for research in connection with graduate study in Psychology at Vanderbilt University. Acknowledgment is given to Mr. Summers for permission to use these data in this article.

following factors *declined* in importance: supervisor, co-workers, and hours.

5. As age increased, the importance of pay, supervisor, and working conditions rose and the following fell in importance: advancement, type of work.

6. The clerical and skilled workers agreed in ranking security, pay, advancement, and type of work high in importance but the skilled workers assigned much less importance to company than did the clerical group.

7. The semi-skilled ranked the factors more like the skilled than like the unskilled. The unskilled differed from the two higher levels of skill in the following respects: less emphasis on advancement, type of work, and working conditions; more emphasis on supervisor, co-workers, and hours.

Several influences must be kept in mind in interpreting the above results. One factor is that the various groupings are related and therefore the basis of the group differences is not always clear. Veteran-nonveteran differences were found, for example, but were discarded since most of the veterans were men and the differences were the same as those between men and women. It was impossible to control all the variables affecting group differences due to the small number of cases which would have resulted from further break-down of the data.

Another factor is the wide range of differences among individuals even in the same group. For example, although security was consistently ranked high on the average, some individuals ranked it low. The distribution of rankings for any single factor covered the entire range of possible ranks. This wide "difference of opinion" as to the relative value of job factors serves to emphasize even more strongly the need for taking these factors into account in individual job placement.

Although the group trends can serve as useful guides to the employment interviewer, finding out what a particular applicant wants cannot be avoided. A few minutes spent in either formal or informal investigation of an applicant's attitudes toward job values should pay off handsomely in terms of improved differential job placement.

If the applicant makes it clear that certain of these job factors cause him to be unhappy or dissatisfied with a particular establishment, then it is evident that these things should be cleared up and a complete understanding had before referring the applicant to the employer. To do this, of course, it is necessary that the interviewer also understand conditions in the employer's establishment. It stands to reason that if the applicant is dissatisfied after he accepts work with an employer then the employer likewise is not going to have the best possible worker for him. Employment interviewers through repeated contacts with an employer have an excellent opportunity to determine the establishment's personnel policies so that conditions favorable and unfavorable to both the applicant and the employer may be fully understood and referrals made accordingly.

What workers want from their jobs goes much deeper than the basic necessity of earning meat and bread, paying the house rent, or buying Johnny a new pair of shoes. The motivating forces back of satisfactory adjustment on the job take into account one or more of the 10 important factors used in this survey. When the worker is happy in his position, having a sense of security, a feeling of pride, the knowledge that in an emergency certain benefits are his, that he is an important part of the team, then both the employer and the worker are well on the way to a fuller understanding of each other's responsibilities. The employment interviewer who keeps these things in mind may well enhance his professional approach to his job.

(*Continued from page 2*)

To NSRB

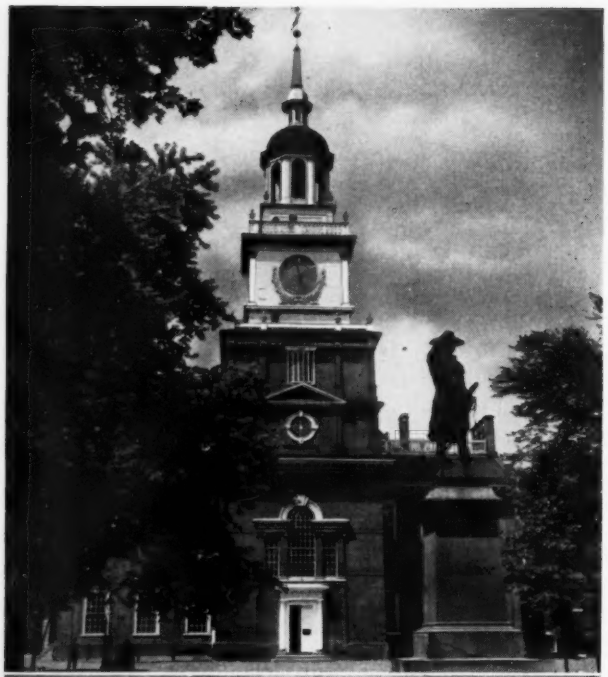
COLLIS STOCKING, consultant to the Director, has been loaned for a 90-day period to the Program Division of the Office of Plans and Programs, National Security Resources Board, for the purpose of developing a national resources requirements balance sheet.

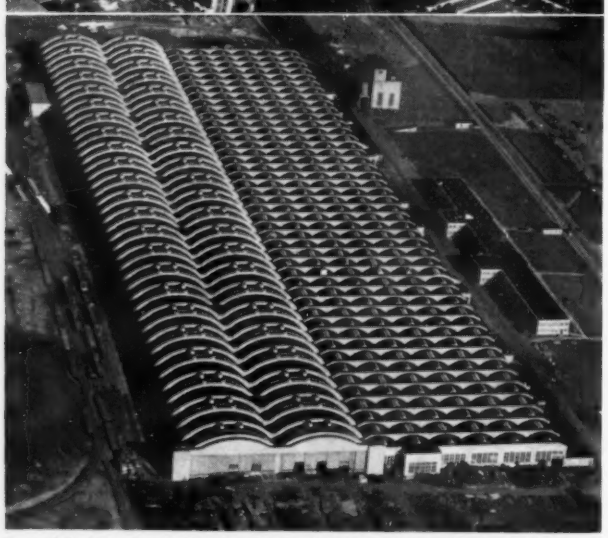
During this 90-day period, which will terminate about the end of March, the immediate office of the Director will carry out Mr. Stocking's responsibilities, including those connected with the activities of the Federal Advisory Council.

COLLEGE PLACEMENT (*Continued from page 6*)

to friendly relationships with the companies they represent.

Since this was our first year in this field, we are well pleased with the results accomplished. We have laid the groundwork for an increasingly important program and have made splendid progress with the colleges, the students, and the employers.





Famed Independence Hall—Panoramic view of Philadelphia looking S. E. toward Delaware River—Vista Dome Rail car plant spreads across Budd Field.

from Nome

By **PHILIP N. SHORE**

Employment Services Section, Philadelphia District Office, Pennsylvania State Employment Service

MEN AT WORK—from the impenetrable fog of the Aleutians to the steaming jungles of Africa; from the rugged coast of Iceland to the arid desert heat of Arabia; and from the cool, rolling hills of Vermont to the white, dry sands of New Mexico. Men at work on projects that stagger the imagination, confound human ingenuity, and make the dreams of "Buck Rogers," "Superman" and Jules Verne seem like a child's collection of fairy tales. That is the Philadelphia Story—that is what the staid, prosaic term "inter-area placement process" has meant to this, "City of Brotherly Love."

Does that sound like exaggeration? Do the phrases "Buck Rogers," "impenetrable fog of the Aleutians" and "desert heat of Arabia" sound like the Sunday supplement section with more basis in fiction than in fact? Well, then, let's look at the Philadelphia record. Philadelphians are now at work on far-flung frontiers—in Guam, Okinawa, Japan, the Aleutians and other important pin-points on the map, operating and maintaining radar chains and engaged in electronic research and working as nuclear energy physicists in the field of atomic energy. Philadelphia laborers and construction workers are shivering in the intense cold of Alaska and the snow-bound coast of Iceland, building airfields, railroads and highways which will bring the continents of the world closer together through the miracle of jet-propelled transportation. Aerodynamicists, stress analysts and aeronautical engineers from Philadelphia are at work from New York to California—from Michigan to Texas—developing airplanes, guided missiles and remote control projectiles that will enable man to travel through the air at speeds well over a thousand miles an hour to crash hitherto unconquered supersonic barriers. Philadelphians are sweating it out in the legendary Kingdom of the Arabian Nights as welders, pipe fitters, bricklayers, roofers and other construction craftsmen, reclaiming from the time-exhausted sands the oil that may mean strength for

The Philadelphia Story on Inter-Area Placement . . .

to Zanzibar

China and the Orient, the reawakening of an exhausted Europe and the revitalization of the industrial machinery of the Americas. Technicians, typists, cryptoanalysts and orthoprojectionists from this bustling city are now making maps of the world of the future. Food process workers, harvest hands and farm labor from Philadelphia have helped raise the crops, reap the harvests and can the food that will go to feed the starving millions of the world. This, too, is the Philadelphia Story.

Yes, inter-area placement has done this. Read this statement by an employer:

"This new situation . . . no more handbook design . . . no more ready-cooked aerodynamic data . . . no more quickly adaptable equipment . . . speeds faster than sound . . . altitudes outside the earth's atmosphere . . . reaction times in micro-seconds . . . operating ranges halfway around the world . . . has led to drastic revision of engineering manpower requirements in the aeronautical industry.

"The challenge is to the electronics engineer, the servo-mechanism designer, the metallurgist, the thermo-dynamicist, the structural designer and the aerodynamicist . . . to cooperate in solving today's aeronautical problems."—From a publication of The Glenn L. Martin Aircraft Company.

And the following from a letter to the Director of the Pennsylvania State Employment Service:

"We wish to compliment you upon the efficient operation of your Philadelphia offices . . . We feel that our trip was a success, the major part of which was due to the competent and efficient work of your personnel."—J. M. HOLLYDAY, Employment Manager, The Glenn L. Martin Co., Baltimore, Md.

Whenever you pick up a can of soup, a bottle of catsup, think of the inter-area placement process and these quotations:

"After the exceptionally fine service rendered by the Philadelphia Office this year, I feel it incumbent upon me to write a letter of appreciation . . . Many

Liberty Bell—The Philadelphia-Camden Toll Bridge—A Glimpse of the Huge Navy Yard.

times we have thrown our labor problems on your desk and with very short notice you have never failed to deliver . . .

"It is a real pleasure to do business through a government agency which is so cooperative and understanding in servicing the public."—EARL S. MCCORMACK, Director, Employee Relations, P. J. Ritter Co., Bridgeton, New Jersey.

"Our tomato canning season officially ended on October 15 and we want you to know how much we appreciate the splendid cooperation given us by the State Employment Service office in Philadelphia . . .

"Our business is a seasonal one and our production dependent upon the receipt of perishable raw ingredients. For this reason our needs are often of an emergency nature, and the response of your people in the Philadelphia office has again this year been immediate and effective."—J. E. HEAP, JR., Personnel Manager, Campbell Soup Co., Camden, New Jersey.

Whenever you hear of radar and its magic wonders, think of the Philco Corporation of Philadelphia and its problem of finding radar technicians trained by the armed forces and since scattered to the corners of the earth. Remember that through the magic of the inter-area placement process the company was able to pin-point the supply centers on a map and start active recruitment within 24 hours. Here is what Philco thinks of the inter-area placement process:

"I recently told Mr. . . . the success of my recruitment trips through New England and on the West Coast. I also told him that these successes were directly attributable to the wonderful consideration and cooperation given me in all the State employment offices.

"I have written the State Directors in Massachusetts, Connecticut, and California a rather detailed report of my procedure and individual reasons for my appreciation. This I did because I had a sincere desire to give credit for a grand job well done—not for any ulterior motive. During my travels, I hired 60 men, with 16 others waiting to hear from us. The cities I visited were Boston, Hartford, San Francisco, and Los Angeles. It was the first time I had occasion to work through State offices, and I must say the treatment I received was a revelation to me. Nowhere was there an atmosphere of anything but the most sincere cordiality and keenest desire to do everything that could be done to enhance the chances of success in recruiting. No trouble seemed to be too great, nor no hours too long to spend on this work.

"The Employment people did everything they could, not only for the recruiting program, but for my comfort and welfare personally. I had never expected them to do such things as make hotel and travel reservations and to urge that applicants get to the State offices during business hours—so that I might avoid numerous evening and week-end appointments.

"I might go on and on describing the many ways in which the Employment people helped me. It is sufficient to say, however, that the cooperation was unbelievable and the results more than gratifying.

"I thought you might like to hear this since the entire recruiting campaign was started through your Philadelphia offices by way of Washington."—PAUL R. EVANS, Contract Field Service, Philco Corporation, Philadelphia.

Now, perfectly logical questions will arise. How about specifics? Exactly how does Philadelphia operate the inter-area placement process? What makes it tick? Here are the answers based on these four principles:

1. The files of the Employment Service during full employment periods are merely indicative of available labor supply; they do not reflect total supply of persons available for work. Philadelphia believes the Employment Service offices are logical places for applicants, employed or unemployed, to look for work utilizing their highest skills. For this reason Philadelphia has many times accepted recruitment where the file supply was short and has successfully met the needs of the employers and applicants.

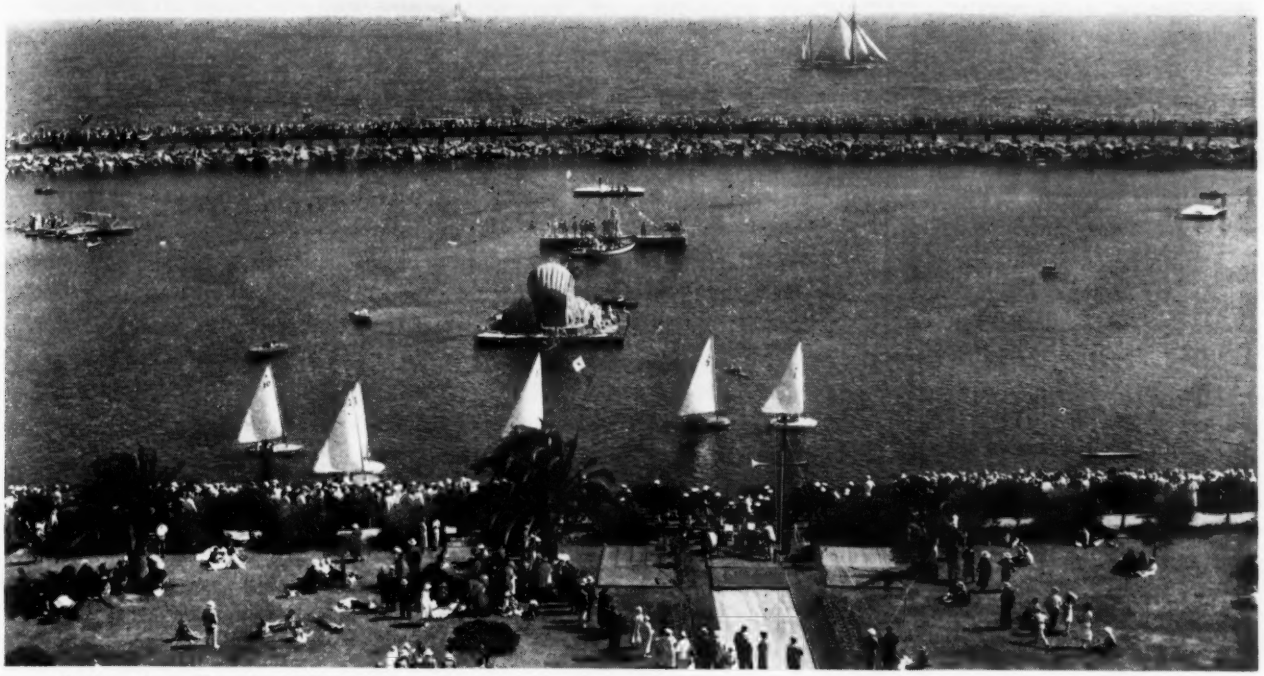
2. The EMPLOYMENT SERVICE MANUAL OF OPERATIONS is meant to be used as a guide and not as a set of inflexible rules. For this reason short-cuts, cross-corners, and bridges are often built (with administrative approval from State, Regional or National Offices) over procedural barriers that might otherwise have interfered with the success of a particular campaign.

3. The employer is the Employment Service's best customer and should be treated accordingly. Therefore, hotel reservations, flight reservations, medical arrangements and the other thousand-and-one details incidental to recruitment should be handled and coordinated by the Employment Service.

4. The Six-Point Program should be coordinated with the inter-area placement process. Thus community relations and publicity, industrial services, labor market information and veteran services should be coordinated with the recruitment problem at hand.

The recent recruitment by the Employment Service

(Continued on page 23)



Pride of Long Beach—Rainbow Pier. A water sports festival gets under way on the Lagoon as thousands watch from pier and shore. (*Courtesy Los Angeles Chamber of Commerce*)

What Do They Think of Our Employment Service?

The Applicants Speak!

By **J. M. K. YOUNGBLOOD**

Supervisor, Applicant Services Division, California State Employment Service, Long Beach, California

THE EMPLOYMENT SERVICE, in its various phases, and particularly public relations, has, from time to time, been the subject of comment by press and radio. But, we are inclined to believe that what has perhaps escaped public attention is the concern shown by many employment offices throughout the Nation in the matter of public relations and the ever-present effort to secure both employer and applicant recognition and acceptance of the Service.

What, we constantly ask ourselves, do our former applicants think of our service? In order to get at least a partial answer to our question, George Toll of the Long Beach office proposed that we make a survey of the Smiths represented in the inactive file of the Long Beach office of the California Department of Employment.

Mr. Toll reasoned that the Employment Service was primarily concerned with the human element, but did the average applicant look at it that way or did he figure that it consisted of a multitude of paper-shuffling governmental employees with skulls of ivory and hearts of stone?

To find the answer, this office employed the equivalent of the "exit interview," which industry has long used when an employee severs his connection. Smart employers record the resultant gripes and take remedial action. To analyze all of the more than 44,000 cards in the Long Beach inactive file would have been impractical. So we took the Smiths alone, as they constitute an almost perfect cross-section of the occupations in this community.

Of 776 letters sent out to these Smiths, 209 were returned unclaimed but 567 were delivered, and of these, 194 or 34.1 percent of the Smiths filled out and returned their questionnaires. Statistically, that's all right, but the interesting fact is that 81 of those we heard from commented favorably upon the courtesy of the service they had received and only two commented unfavorably; 38 of them appreciated the manner in which interviews were conducted and 2 of them

didn't, while 15 commented favorably on placement and none of them unfavorably.

Many recent changes in procedure had been made necessary by reduction in staff brought about by budget limitations. It was necessary to determine how these changes had affected our service and how they have influenced the opinions and attitudes of our customers. We needed to know the impending labor market. All of this would be of practical value in the placement of applicants. We also wanted to determine the degree of effectiveness of the use of the inactive file for recruitment purposes; we wanted information on the number of placements made but for which the credit is lost, and to obtain some constructive criticism and ideas from the applicants' viewpoint for improvement of the Employment Service.

We found something of what we wanted to know about those and additional subjects. For instance, 18 of the vocal Smiths commented favorably upon procedures now in effect but unknown to the applicant, and 6 others made suggestions along those lines. There were 26 comments on unemployment insurance; 13 of them expressing appreciation for this service during periods of unemployment.

Several direct quotations from the returns indicate that such a letter and survey constitute good public relations. One applicant states: "All workers rest easier, knowing that such services are available in Long Beach. This questionnaire alone indicates that the personnel is ready and willing to do more than their daily job."

Another states: "I was very pleased to receive a form like this. It shows consideration."

The fact that four questionnaires were received from the widows of deceased applicants exemplified family appreciation.

One widow says: "My husband died March 9, 1948. Your service pleased him by getting him a job at Fullerton in the cannery. Keep on serving the people."

Several of our former customers attached complete letters to their questionnaires. One of these was from a patient at a Veterans Hospital and is worthy of quotation in full:

"Shortly after my last appearance in your office, I was referred to a position as Manager for an auto salesroom. In preparation for opening sales I worked day and night, and the strain ultimately resulted in my hospitalization here, which is *why* I have not returned to your office.

"In re Part 3: From the vantage point of an Industrial Engineer, and after experience in similar offices in other cities, I would state your facility is one of the best organized and most efficient, considering the crowd of people being handled at the time of my visit. Waiting time was cut to the minimum. The young gentleman who interviewed me was pleasant, courteous and efficient, unhesitatingly leaving his desk to obtain information for me which he did not have available. My entire impression was most favorable, except for what seemed to me needless 'No Smoking' signs. Under the circumstances which impel persons to visit your office, your clientele is apt to be nervous, especially if the wait is protracted. Under such circumstances the solace of tobacco would be a boon to smokers, of whom there is now a majority in both sexes. Otherwise, my grateful congratulations and I hope that your canvass of the Smiths will receive the response that it justly merits."

A toolmaker wrote: "To my knowledge everything was satisfactory. The interviewers impressed me most. Through them a lot of time is saved *by picking the right job for the applicant*."

Little did this man, who signed his letter "One of the Smith Brothers," know how close he had paraphrased one of the Employment Service slogans: "The Right Man for the Right Job."

A power machine operator wrote: "I came to the Employment Office in need of a job and not knowing any locations of factories. The interviewer gave me a card with the employer's address and directions on how to find it. I was very grateful, as I was a stranger in Long Beach and the placement given me was very satisfactory. The service is wonderful and needs no improvement."

Many applicants demonstrated that there was an understanding on both sides of the desk and that they realized the problems with which the interviewer was faced.

One applicant says: "Thanks for your letter in regard to how the Smiths were making out. So far as we are concerned, it was a pleasure to have dealings with your people here in Long Beach. Of course, I know your job is not all sunshine and roses on account of so many people with different temperaments and outlooks of life. It will be almost impossible to please many, so do the best you can."

Another gentleman, realizing our problem and his, says: "I cannot blame you for not getting me work as I am 81⅔ years of age. I was born October 30, 1866. With such physical disabilities that I have, I expect to remain on the discarded list." He adds, facetiously:

"I do not think it is in your line to get me born again."

An assembler placed in a large automobile plant on July 3, 1946, made some interesting comments. He says: "As your files will show, I have used your service many times in the past and believe it is very good. I do think that some parts of it could be streamlined and that there are many more problems that you should be able to handle, if the law had included them. The service as a whole should be thanked for the fine job it is doing for the working class as a group and the people as a whole. The biggest kick that I have heard of your service is the time it takes. One would think that a person looking for work would have the free time to spend while waiting, and the way (my thinking) to ease this would be to have racks of old, new, or seminew reading material so that a person could pass the time reading."

Another applicant, now attending business college, not placed but counseled by this office, comments: "The courtesy of your office and its desire to be helpful was greatly appreciated by me. At the time of first applying for employment, my qualification was only first aid, which seemed to be overcrowded. With the additional qualification of accounting, I have hopes of employment."

If supervisors in public employment offices were to have a report from the Smiths on their observations while sitting in waiting sections, it would have a most salutary effect. These applicants while waiting are observing, thinking and evaluating. It is true that they may not know the functions of each of the departments, the division of labor assigned to each section, or the degree of departmentalization in each office, but nevertheless they are appraising that group of public employees who are facing them and with whom they must shortly deal. The Smiths made 12 favorable comments and 2 adverse statements regarding the effectiveness of the Long Beach organization.

Another applicant suggests: "A more complete listing of employers requiring technical skills." He implies that public employment offices are not at their best in their technical and professional fields.

One applicant states that interviewers were very courteous and helpful "considering aggravations with which they have to contend." He suggests that greater efforts be made to obtain employer cooperation, suggests enlargement of field visiting program, and definitely comments that it is his impression as a former personnel man that the office is understaffed and needs more personnel.

The one thing that stands out above all others in analyzing the results of the survey is this:

So far as the applicant is concerned, his appraisal of the Employment Office with which he deals is wrapped irrevocably around the one word *Courtesy*. Courtesy, or the lack of same, is his paramount consideration when summing up his opinion of the treatment he was accorded.

Of the 196 replies received, these words occur 119 times: Courtesy, Friendly, Sincere, and Obliging.

Of the comparatively few adverse comments received, two are typical:

A claimant commented: "Very efficient. Majority of employees cooperative, a few women were not."

And another: "Mostly good, although some of the personnel could be more obliging."

Next to courtesy, the dispatch with which applicants are met and routed seemed to rank second in importance. Eleven favorable statements, four adverse and four suggestions were received on this subject. Samples of statements follow:

"Service very prompt and run on a business-like plan."

"Service fast, courteous, very friendly and satisfactory."

"Decrease waiting time. It takes too long to sign up for unemployment insurance, which time could be used in seeking work elsewhere."

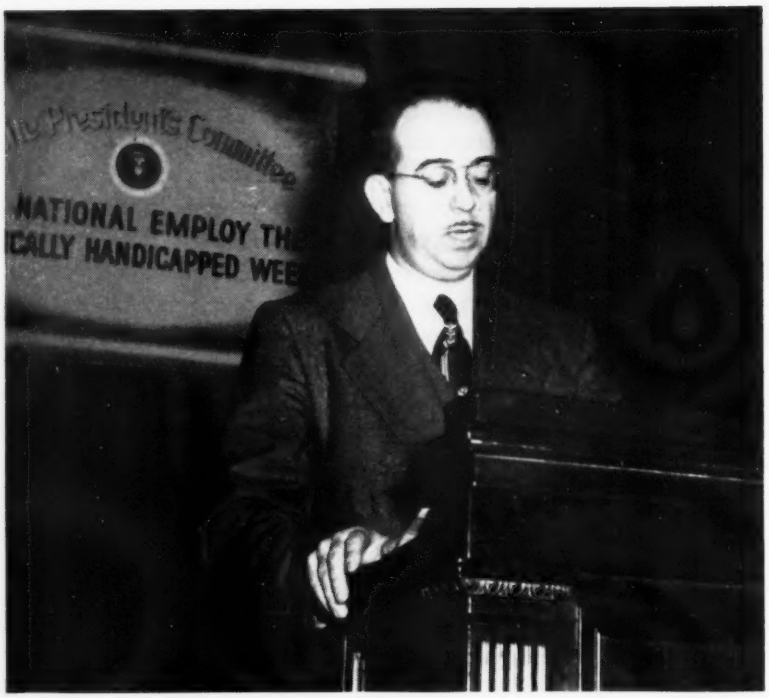
One applicant, in particular, underscored the comment: "*Pleased with prompt attention with which my problems were handled.*"

A letter was mailed to all persons answering the questionnaire, thanking them and given them some of the salient over-all facts developed by the survey.

Among the conclusions reached is that the study has had a beneficial effect on public relations and has also been a good training device for the staff of interviewers, as all members of the Applicant Services Division have participated in one or more of its phases.

The inactive file as now constituted does not seem to be very effective from the standpoint of recruitment, except for the exceptional, highly qualified, hard-to-find type of applicant. Of the 776 letters mailed, 27 percent were returned unclaimed and of the letters received by the Smiths, 34 percent replied. Of this 34 percent, over one-third were 45 years of age or over and 32 percent were employed. Of the remaining 85, or 44 percent unemployed, 22, or approximately one-quarter, had retired from the labor market.

(*Continued on page 24*)



Mr. C. A. Duke, General Secretary of the Tennessee Governor's Committee, outlining Tennessee's program for hiring the handicapped at the President's Committee Meeting, December 10, 1948, in the Archives Auditorium.

Toward Greater Achievement in 1949 . . .

The President's Committee Reports on "NEPH" Week

By WILLIAM P. McCAHILL
Assistant to Chairman, President's Committee on "NEPH" Week

THE DECEMBER "Report" Meeting of the President's Committee on National Employ the Physically Handicapped Week looked back upon satisfactory progress in 1948 and forward to greater achievement in 1949. President Truman's message, read by Vice Admiral Ross T. McIntire (MC), USN, Retd., Committee Chairman, emphasized the continued need for close cooperation between members of the Committee and city and State officials working in this program. The President said:

"Your meeting today is more than a recital of past history. It is a promise of continued action for 1949. We must learn from the past and adjust our goals for the future, based on what we learned during 1948 concerning employment and rehabilitation of the disabled. . . . I urge all member individuals and organizations to take necessary steps in the year ahead to cooperate with State and community committees, for it is here that our men and women must be employed."

Various reports from public and private agencies and organizations gave convincing evidence that much was needed in 1949. This was keynoted by the first speaker, Vice President A. J. Hayes, of the International Association of Machinists, speaking for Labor. Mr Hayes said that "the personal plight of the physically handicapped is still very acute. Their continued unemployment remains a shameful economic waste. The problem is by no means solved, and it will not correct itseif." He called for continual probing of "the whole difficult subject until a genuine victory is won" and asked for "not the partial and passive but the wholehearted assistance and cooperation of all the segments of society."

Mr. Hayes admitted "some progress," saying "we have made a beginning to eliminate the apathy and indifference in the public mind . . . All of us must continue to prod those whose interests have been stimulated to date if we are ultimately to accomplish the objectives of the Committee's task."

Admiral McIntire, in releasing a "Spot" report, asked those interested in the handicapped to give generously of their time and interest "for those among us who have borne the wounds of war and the injuries

and illnesses of peace with scant attention from a civilization priding itself upon its humanity. May the Prince of Peace who ministered to the handicapped give us courage and spirit for the job ahead."

Features of the program were addresses by Cecil Duke of the Tennessee Office of Employment Security and James W. Bielby of the Saginaw office of the Michigan State Employment Service. Mr. Duke, Secretary of the Governor's Committee for Tennessee, gave the "State Report" and Mr. Bielby outlined the success of his city as a "City Report."

Under Government Reports, Robert C. Goodwin of the Bureau of Employment Security, John A. Kratz, Office of Vocational Rehabilitation and H. Richard McCamant of the U. S. Civil Service Commission discussed the success of the various Federal-State programs for employment of the handicapped.

In the brief introduction of Mr. Duke, J. Hank Smith, Acting Director, Tennessee Division of Vocational Rehabilitation, pointed out the community responsibility, saying:

"Only by making the community aware of the problem, aware of the needs and the lack of facilities, can we hope to solve the problem that faces this group.

"When our Inter-Agency Committee (working closely with the Governor's Committee) met to formulate plans, we decided that the proper approach was through the local community. Our whole organization was set up and directed to secure community participation. For the first time I have been in Government, I have seen a group of State and Federal agencies working together as a unit, entirely submerging their identities as agencies and forgetting to think about credit for themselves and their particular agency."

The Tennessee Formula

The Tennessee formula, as outlined by Mr. Duke in the absence of the State Chairman of the Governor's "NEPH" Week Committee, Mr. Leonard Sisk, was based on:

1. Simplicity of organization;
2. A new directness of approach;
3. A utilization of existing facilities;
4. A concentrated effort in high employment efforts.

The Tennessee 1948 observance was handled by cooperating committees, one comprised of agency officials and the other of private citizens appointed by the Governor. Mr. Duke was secretary of both committees, thus preserving intelligent liaison. The Governor's Committee was composed of nine members from professional groups, specialists in the promotional fields in which they would operate. Each of these was named to head a respective sub-committee and authorized to name associates or handle the job alone, whichever seemed most desirable. The radio committee was headed by a working radio official, the press committee by a newspaper executive and other committees by recognized leaders in the field, including the State Supreme Court Chief Justice, who drafted a proclamation and urged the issuance of additional proclamations in the cities of the State.

In the communities of Tennessee, 72 local committees were formed, chaired by prominent citizens appointed by the mayors. The Governor's Committee sponsored formation of Mayor's Committees, allowing them latitude to develop their respective programs independently. All media of communication were supplied with usable materials, such as stories, radio scripts, pictures, features, etc. Some 12,000 informational bulletins were printed and distributed to employers throughout the State.

According to Mr. Duke, "acceptance of the program was remarkable, not only in the actual number of job placements, but in the interest stimulated upon the part of the participating members of the community, particularly employers."

The results as recited by Mr. Duke speak for themselves: 1,663 handicapped persons placed through public employment offices in October, a 51 percent rise over the 1947 October figure. In Memphis alone, 794 handicapped workers were referred to jobs and 622 placed at work, including 463 disabled veterans. Tennessee was fourth in the Nation in total placements, although only fifteenth in population among the 48 States. This is convincing evidence of the success of proper planning.

The Saginaw Program

In Saginaw the city's motto "Keep Saginaw Ahead" resulted in an early meeting of the Saginaw Rehabilitation Council to outline plans for "NEPH" Week. Mr. Bielby, in pointing up the local program, also outlined four steps:

1. Organize a plan well in advance. Start in August.
2. Get the right people in the community interested and actively participating.
3. Put the plan into effect.
4. Follow up. Keep it alive throughout the year.

The city banquet in August resulted in 150 persons in attendance and an early formation of working committees and enthusiastic response by local citizens. Four joint committee meetings were held in September and on October 1 a press conference unveiled their plans and program. Among the successful local accomplishments outlined by Mr. Bielby were: purchase and use of a movie trailer during the week; announcements made to church organizations; the circulation of an inventory of 197 physically handicapped job applicants to 30 of Saginaw's major employers; contact with all service clubs and rural newspapers; distribution of hundreds of posters and pamphlets; the use of store windows for displays; and considerable radio and newspaper coverage.

Feature of the local observance was a parade which took 40 minutes to pass the reviewing stand where the author of "NEPH" Week, President Paul A. Strachan of the American Federation of the Physically Handicapped, was an outstanding guest. Following the parade there was a civic meeting which included a program by blind musicians, and featured an address by Mr. Strachan who voiced the opinion that "The Employment Service should be broadened for greater success in getting jobs for the handicapped."

As Mr. Bielby summed up the Saginaw program, he said:

"The important thing is to get the right people interested and participating, and have someone with imagination and authority to direct it. The problems of the disabled are important in any community. In fact, theirs is a community problem, and the community will respond if approached properly.

"Let's look at the results. In Saginaw for the past three years NEPH Week has been an important occasion. Our programs have been rather extensive, and it has been increasingly less difficult for our agency to place the disabled. Our contact men have talked with hundreds of employers about selective placement. I believe they are sold on the idea that it's ability that counts. We have not tried to place all the available handicapped in one week, but have chosen to promote their employment the year around and on carefully selected jobs on which they can succeed. When we place a handicapped person, we want it to be a lasting situation with a satisfied employer and an able employee. Benefits of NEPH Week cannot be evaluated on the placements made in one week but rather on the activity throughout the year. In our office the Selective Placement Officer and Counselor report a definite improvement in employer interest and attitude and since this was one of our chief objectives, the end results have been gratifying.

"In 1947, 9.7 percent of all placements made were handicapped. This year so far we are running 10.7 percent. In October of this year we placed 29 handicapped persons and in October of 1947 we placed 26. The improvement, I believe, is attributable to the favorable effect of our programs plus continued effort of our fine counseling personnel.

"We in Saginaw are already thinking of next year's program. We want an opportunity to discuss the problems of the disabled with top management as a group. To get them to attend a banquet, we hope to obtain a prominent speaker, probably the Governor of our State."

Speaking at the Report Meeting of the President's Committee on NEPH Week, Mr. James W. Bielby, Assistant Branch Manager of the Michigan Unemployment Compensation Commission, describes briefly what Saginaw has done to promote hiring of the handicapped.

Mr. Goodwin Extends Credit

Robert C. Goodwin, Director, Bureau of Employment Security, discussed the significance of the 27,200 placements made by local employment service offices during October 1948, including 14,400 disabled veterans. He said that more than 200,000 contacts were made with employers during the month, largely aimed at placing the handicapped. In reporting these accomplishments, he said:

"Credit must be extended to the State rehabilitation agencies for their fine work in preparing for employment a great many of the handicapped workers who were placed through the public employment offices. Without this preparatory work, the task of finding suitable jobs would have been much more difficult and frequently impossible."

The Employment Security Director also paid tribute to the Veterans Employment Service and the State staffs for their promotion and employment work in behalf of the disabled. He also emphasized the additional assistance received in 1948 from labor and business and from colleges and other groups. He also expressed gratification because of the very real indication of year-round interest, and he pledged continued Employment Service effort for the physically handicapped.

(*Continued from page 16*)

in Philadelphia for the Bechtel International Corporation represents a concrete and dramatic illustration of the use of these four basic principles. This inter-area order was placed for skilled men to work in Arabia on an urgent oil construction project and represented a distinct challenge to the Employment Service because of the immediate action required and the shortage of available craftsmen. To meet this challenge the following steps were taken:

1. Succeeded in locating immediate hotel reservations for the employer representatives at a large hotel in Philadelphia at a time when rooms were exceedingly scarce. In addition, permission was secured from the hotel for interviewing by the employer during week ends. This was an exception to a long-standing "No Interviewing" hotel rule.

2. Arranged for the free services of an advertising agency to prepare a coordinated paid newspaper advertising campaign by the employer.

3. Secured and prepared free radio spot announcements publicizing the employer's need which were broadcast over every radio station in Philadelphia. To implement this informational program, newspaper releases were prepared and appeared in 25 neighborhood and major metropolitan newspapers.

4. The employer's representative appeared on a sponsored television broadcast in which he made an appeal for workers to report to the Employment Service. This telecast was arranged for by the Employment Service and the program time was donated by one of Philadelphia's leading banks.

5. Arranged for the employer representative to explain his company's needs and secure the cooperation of the Building Trades Council in supplying some of the needed workers. This Council represents approximately 100 construction unions affiliated with the A. F. L. in the Philadelphia district.

6. Reviewed the order for possible industrial services and prepared and adapted job families, oral trade questions and other selective devices to assist the employer and the Employment Service in selection of proper applicants.

7. Opened the local office responsible for the recruitment during the evening hours to allow the employer to interview employed applicants who were working in other occupations.

8. Spot reviews and analyses of the labor market were conducted to indicate the best source of supply.

9. Arrangements were made with the employer for completing the necessary medical examinations in Philadelphia.

It is interesting to note that as a result of these steps over 3,000 applicants reported to the local office during a 2-week period for interviews. It is further interesting to note that the employer was so well pleased with the service rendered that he has since abandoned the idea of opening a field office in Philadelphia and has instead given his entire recruitment job to the Employment Service. These successful results have not been restricted to one employer but are common and recurrent in the inter-area placement program in Philadelphia.

The Employment Service in Philadelphia has, of course, lived by "the book" in servicing inter-area orders. It has selected and screened, sifted and re-selected. It has conducted recruitment campaigns using various techniques: intercepting claimants for unemployment benefits, group appeals, handbills, sound trucks, newspaper and radio publicity. It has used motion pictures, and telecasts to convey recruitment messages. It has pictured photogenic young women to attract the men; virile men to interest the ladies. It has secured the cooperation of important organizations and officials in Philadelphia.

Philadelphia is convinced that inter-area placement pays off. We firmly believe that the inter-area placement process has converted the Employment Service from a "local job mart" to an "employment center" which serves the workers and employers who are producing so many of the vital products for the well-being of the world.

(*Continued from page 10*)

graduates through the cooperative program can be adequately and tastefully publicized. As the quality of personnel employed *by* the Employment Service increases, due to higher standards and greater professional training, college students will respond more favorably to and have more confidence in any cooperative program set up.

In summary, public Employment Service offices and private university placement offices can cooperate to their mutual advantage. The former will expand its job coverage and will be able to provide a wider service to the employer. The latter will gain in obtaining better occupational information for guidance purposes and in increased effectiveness in establishing local and regional job contacts and in getting its graduates known and placed in a wider variety of establishments.

The Applicants Speak! (*Continued from page 19*)

During the course of the survey a considerable number of placements, for which the office was entitled to statistical credit, were discovered. In some instances the applicant had been referred to Civil Service employment and reported "No Hire," but was subsequently hired as a result of the original referral.

To show the state of confusion that still exists in the minds of the public regarding Unemployment Insurance functions and activities, the survey showed that 18 percent of the comments received pertained to that and *not* to Employment Service, despite the fact the letter *specifically* asked for evaluation of the California State Employment Service.

The only information revealed by the survey on the subject of migration was that 24 percent of the employed Smiths are working outside our area. This information pointed out the fact that Long Beach was a so-called "bedroom area," supplying many workers to the nearby industrial districts of Los Angeles.

Other information of more specific value to the Long Beach office was obtained from the survey and is being applied to operations whenever practicable.

Strictly from the Smiths' point of view, certain conclusions have been reached which, while they do not necessarily reflect the opinion of the office, will, we believe, assist us in our operations. These statements of the Smiths seem to indicate that:

1. When possible, employers should be called before referral of an applicant.
2. A continuous file search should result in better satisfied applicants. Some method should be devised for better maintenance of cards on an active basis. Out of 85 unemployed, 63 requested that their cards be reactivated. These 63 would have been lost to our labor supply.
3. More secondary application cards should be made.
4. Studies should be made of reasons for waiting time.
5. The Dictionary and other tools should be simplified so that faster action would result in the coding process.
6. Frequent training sessions in public relations should be held, preferably combined Employment Service and Unemployment Insurance meetings.
7. Training in counseling should be undertaken more frequently.
8. Applicants should not be called in unless there is a reasonable chance that they can be referred.
9. Greater attention should probably be given to applicants in the wholesale and retail trades, and in the service groups (except household workers).
10. By comparison, a relatively high number of the Smiths classified in the professional and managerial occupations and in the unskilled groups were working out of their classification. A further check indicated that most of these were in the over-age group. Probably more attention should be given to coding in these categories and in the assignment of secondary codes. It might be well to explore further the problem of placement of the over-age applicant.
11. More information should be secured from the employer at the time the order is taken.

The survey was an interesting and, we feel, a worthwhile experiment in public relations, and it proved beyond any question of doubt that people are human and liked to be treated as such, but more so when they are looking to a government agency for assistance in securing employment.

No Concessions Asked

(*Continued from cover 2*)

The point I am trying to make is that the handicapped worker has really worked himself to become eligible for that chance at competing with the non-handicapped worker. He has studied, practiced and trained every part of his mind and body to do a job which does not require the use of a crippled member. He knows that he is on trial even after he gets his chance. He knows that any slacking off, any dodging of his responsibility on the job may be blamed on his disability, and that would undo all that has been accomplished.

We don't need to quote statistics, but there are plenty available, all proving that a disabled veteran placed in a job within his physical capacity, measures up in every way to his fellow employees who have no handicap. His loyalty, energy, and skill are all concentrated on the goal of proving to himself and to his employer that the disability is "beside the point."

I have seen men without hands working as welders and asking no favors from those who worked alongside. I have seen those paralyzed from the waist down assemble watches, repair aircraft instruments and do a thousand bench jobs, and do them well. I have seen blind men go through college and be graduated with honors in law, music, and the humanities. The list is endless, for regardless of the disability or the handicap, there are jobs which can be handled by these men or women. When you hire them, you not only gain an employee who wants to make good with you from the first hour he works, but you help break down the old out-dated idea that the handicapped cannot fill a normal self-supporting role in his communiy.

——*Florida Industrial Commission Idea Exchange—From a statement by the Personnel Director, Miami Chamber of Commerce, in the feature radio program "Ability Counts—Not Disability."*

Next Month

Building a Better Counsely Program

U. S. GOVERNMENT PRINTING OFFICE: 1949

Job Training—

A Feature of Canada's Industrial Film Library

THE USE of films, as a means of disseminating information and giving instruction, came of age in Canada during the war.

The thousands of people recruited into the Armed Forces and war industry had to be trained, and trained quickly, to perform tasks which in many cases were entirely unfamiliar to them. Of all methods of teaching, the use of training films proved to be one of the most efficient.

Under the stimulus of wartime production the National Film Board established an Industrial Film Circuit, sponsored by the Wartime Prices and Trade Board, the Department of Munitions and Supply and the Department of Labour, reaching all major Canadian industrial enterprises.

With the disbanding of this wartime circuit through closing plants and reconversion there arose spontaneously a demand from Canadian industry for some continuing film service specifically designed to meet their particular needs. This resulted in the local organization of Industrial Film Councils at some points and at others, industrial sections of Community Film Councils. However, the need for organization on a national basis remained—for a system which would bring the best current films and new films in the industrial field before potential users on a regulated basis.

If such a national system were to be developed, it was evident that an adequate supply of films must be available from a central source. With the object of ensuring such a supply, the Department of Labour, in cooperation with the National Film Board, one year ago undertook to set up an Industrial Film Preview Library, permitting coordination and planning on a national basis, by collecting films covering three broad subjects: Safety, Fire Prevention and Job Training.

With the supply of industrial films ensured for several months, the Department of Labour, in the early fall of 1948, gave the green light to the Film Board to proceed with the establishment of a program of distribution covering the existing outlets for industrial film previews and plans for the promotion of further outlets.

For this purpose, the Library was divided into "blocks," each containing from two to five films, dealing as closely as possible with the same subject. The first blocks were put into circulation on November 1, in sufficient numbers to supply the circuit until June 1949. Further blocks will be released from time to time to maintain a continuing circulation.

Practically every community in Canada of any size has a Community Film Council, and at least half of these have arrangements with local industry for the screening of industrial and safety films. Many of them have established distinct industrial branches. In addition, several cities have established, or are establishing, separate Industrial Film Councils.

In those places where there are no area Film Councils (either community or industrial) or the Council in operation does not reach a broad enough representation of industry, it is hoped that showings may be arranged for key personnel in local firms on a regular schedule with a view to encouraging the formation of a suitable Industrial Film Council.

In addition, showings will be arranged for the benefit of those interested in visual education who would not ordinarily be reached by community screenings—Dominion and Provincial Governmental officials, Workmen's Compensation Boards, and safety and trade associations.

The Library stocks only a single print of each film, and these prints are not ordinarily available for showings other than to preview groups. The sole purpose of the Library is to broaden the preview audience for industrial film projects.

Building up the Industrial Film Preview Library is considered to be a long-term task. At the end of October, there were 40 films actually in the Library, with 25 more approved and on order. These films are selected from Canadian and foreign releases. Appropriate films are brought in and screened for selection by a committee consisting of the Department of Labour, the National Film Board, and representatives of industry and technical education. Those films which the Committee judges useful to Canadian industry are acquired, the cost being borne by the Department of Labour, and placed on the circuit.

Assistance can now be offered to those interested in establishing in their own regions film services adequate to meet their own specialized requirements. Enquiries for further information on the Library may be addressed to the Information Branch, Department of Labour, Ottawa.—*From "Brief Employment Facts," Information Branch, Department of Labour, Ottawa, Canada.*

FEDERAL SECURITY AGENCY

Social Security Administration

BUREAU OF EMPLOYMENT SECURITY

UNITED STATES EMPLOYMENT SERVICE

Washington 25, D. C.

THE EMPLOYMENT SECURITY REVIEW is published under authority of Public Resolution No. 57, approved May 11, 1922 (42 Stat. 541), as amended by Section 307, Public Act 212, Seventy-second Congress, approved June 30, 1932, with approval of the Director, Bureau of the Budget.

THE EMPLOYMENT SECURITY REVIEW, a publication of the United States Employment Service and affiliated State Employment Services, is prepared in the Bureau of Employment Security. Distributed without charge to personnel of the National and State employment service offices, it is also available on subscription at $1.50 a year (single copies 15 cents) from the Superintendent of Documents, Government Printing Office, Washington 25, D. C. In countries other than the United States, Canada, and Mexico, annual subscription is $2.

Expressions of opinion in articles published in the REVIEW are those of the authors and are not to be construed as official opinions of the United States Employment Service.

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